



Incident Intake & Response

Process Review and Improvement Initiative

November 10, 2008

Project Background

Background

- The Mayor's Action Center receives thousands of calls each month, and Animal Care and Control (ACC) is consistently one of the largest categories of service requests
- An average of 2,300 calls per month for the past year

Project Charter

- Review the process for responding to citizen requests and complaints related to animal care and control
- Identify ways to improve the process, enhance the citizen experience and report on key metrics moving forward
- Kennel operations explicitly out of scope for this review

Project Approach

- Initial background research, shadow operators at the MAC and ACC
- Crowe facilitated a two-day speed review session with participants from the MAC, ACC, ISA and the Mayor's Neighborhood Liaisons

Project Background

Jerry Bippus

ACC Operations Manager

Lena Anderson

ACC Dispatcher

Joyce Birse

ACC Animal Control Officer

Michael Rowland

MAC Office Assistant Mgr

Clara Bova

MAC Operator

Ruth Ann Walker

Mayor's Neighborhood Liason

Bob Geis

ISA Business Relationship Mgr

Angi Roembke

ISA Business Relationship Mgr

David Swain

ISA Application Support

Tentative Schedule

| | Day 1: Process Definition CCB 2322 | Day 2: Improvement Identification CCB 221 |
|----------|---|--|
| 9:00 AM | Introductions/Kickoff & Process Overview | Updates to Day 1 |
| 9:30 AM | Process Flow: Call Intake | Identify Opportunities: Swim Lane 1 |
| 10:00 AM | | Identify Opportunities: Swim Lane 2 |
| 10:30 AM | | |
| 11:00 AM | | |
| 11:30 AM | Lunch | Lunch |
| 12:00 PM | Process Flow: Call Response | Identify Opportunities: Swim Lane 3 |
| 12:30 PM | | Create Recommendations |
| 1:00 PM | | |
| 1:30 PM | | |
| 2:00 PM | Process Flow: Call Conclusion | |
| 2:30 PM | Reports and Data Sharing | Prioritize Recommendations |
| 3:00 PM | | |
| 3:30 PM | | |
| 4:00 PM | Wrap-up/Questions | Wrap-up/Next Steps |

Geoff DePriest

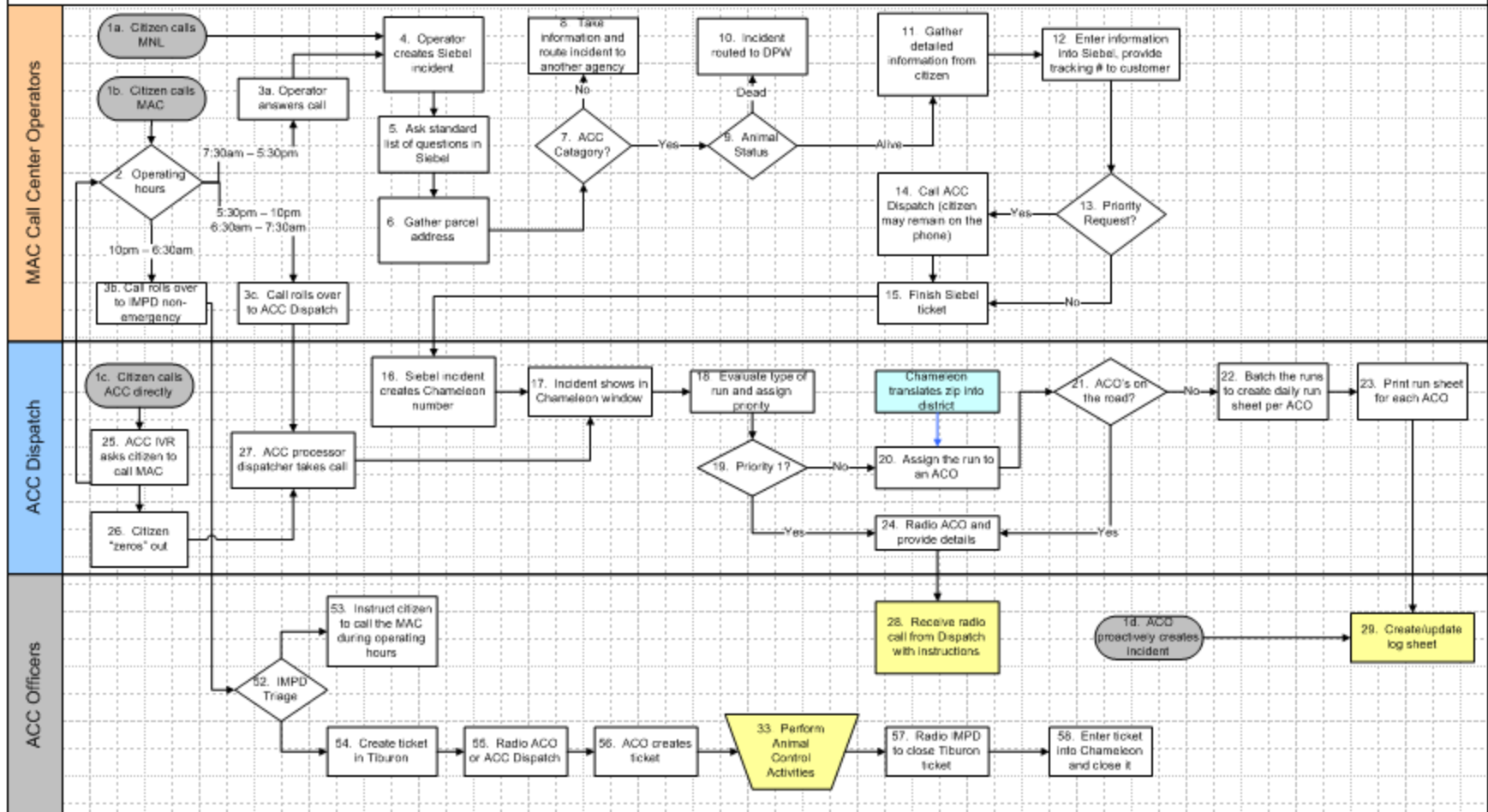
Crowe – Facilitator

James Cooper

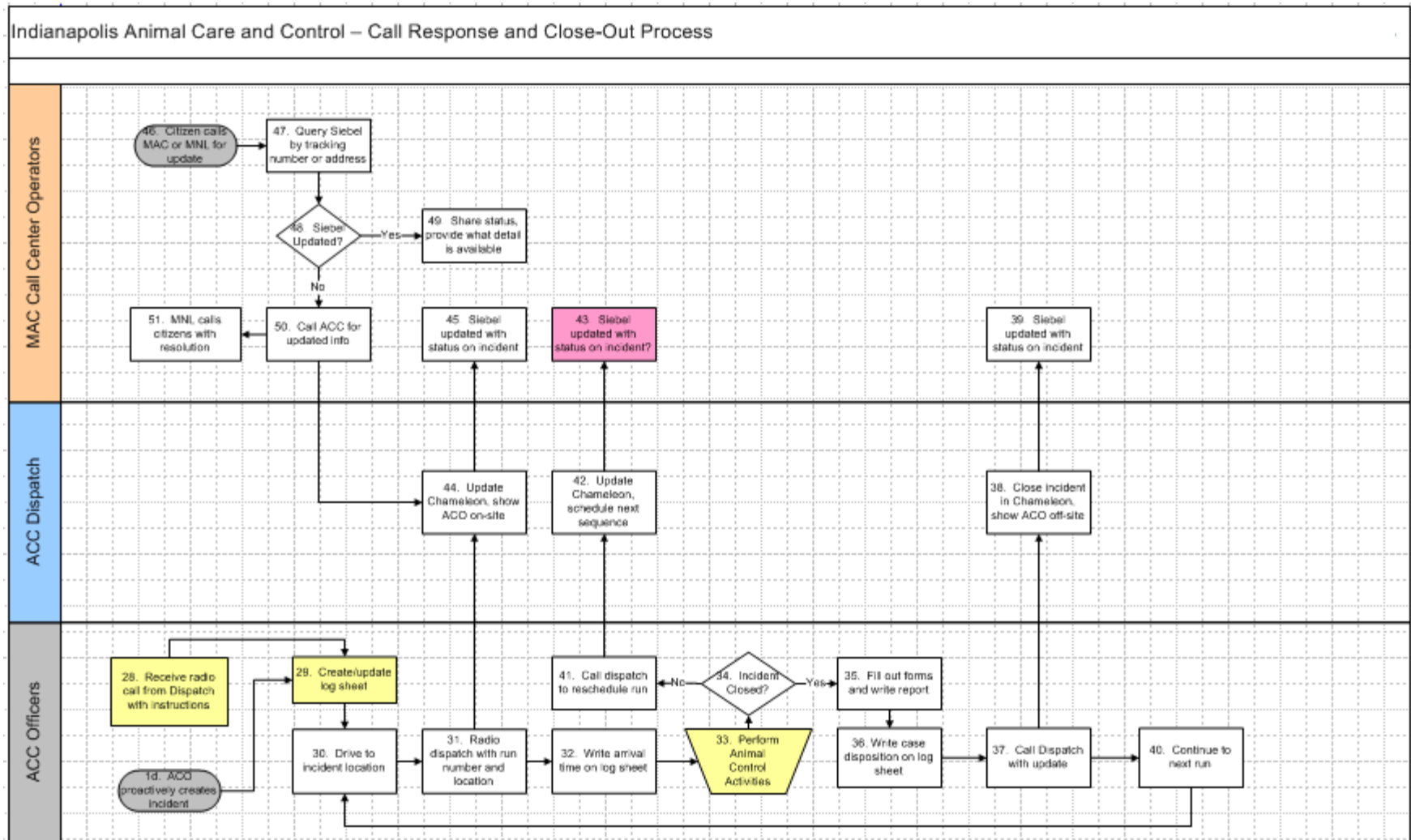
Crowe – Facilitator

The Current Process (as-is)

Indianapolis Animal Care and Control – Call Intake Process



The Current Process (as-is)



Initial Findings and Pain Points

- 1. There are five (5) different ways a service request can be entered into the system, depending on the number that the citizen calls and the time of day.**
 - The MAC
 - ACC's direct phone number
 - One of the ten (10) MNL's
 - IMPD (both 911 and the non-emergency line)
 - ACO's in the field
- 2. When citizens call ACC directly, they are encouraged to hang up and call the MAC for non-emergency issues, but they are not given an automatic option to have their call re-routed.**
- 3. The current IVR options at the MAC does not list animal care and control as an option to select, so calls are forwarded as "other".**

Initial Findings and Pain Points (continued)

- 4. The standard questions asked by the MAC may not provide enough detail or the right types of detail for ACC to triage and respond effectively.**
 - Reduce duplicates
 - Save time for ACC dispatcher
 - Improve the experience for citizens

- 5. MAC operators can not designate any incident as “urgent”, and the system does not assign any priority to the incidents as they go into Chameleon.**
 - The ACC dispatcher must manually assign priority on every incident as it comes into Chameleon

- 6. The information/data exchange between Siebel at the MAC and Chameleon at ACC has errors and omissions.**
 - Status updates, incident resolutions, multiple sequences, final completions The MAC

Initial Findings and Pain Points (continued)

- 7. Siebel and Chameleon use different address schemas (parcel vs post office).**
- 8. Because the ACC dispatcher is often busy doing manual updates with other ACO's, it is difficult for an ACO to report their location and status throughout the day.**
 - Time delay for ACO's waiting to call in
 - Safety concern, if the ACO initiates a response before reporting their position
- 9. ACO's design their routes manually each day, adjusting to new incidents that are assigned to them in real time.**
 - Extra step takes time
 - Paper process
 - Routes are likely not optimized for speed of response or gas efficiency

Initial Findings and Pain Points (continued)

- 10. The manual processes throughout the day occasionally overshadow the core duties of the ACO.**
 - Time lost creating or updating run sheets, waiting for chance to talk with dispatch, or changing routes in the middle of a run
- 11. Siebel and Chameleon users need consistent training in the way information should be entered and updated within the systems.**
 - Business rules must be clear and consistent
 - There is no mechanism in place today to build or maintain communication channels between the various stakeholders of the process
- 12. The ACC dispatcher typically can not provide any kind of ETA in response to citizen calls without manually contacting the ACO and requesting an update on their current sequence.**

Initial Findings and Pain Points (continued)

- 13. There is not currently an online option for citizens to enter incidents or check the status of an incident.**
- 14. ACC staff have been logging overtime hours most of the fiscal year.**
 - One key staff person has almost 30 hours of overtime a week on a regular basis
 - Several staff have 20 hours of overtime on a regular basis

Key Metrics

Valid measurements and data are the foundation of consistent improvements to a process or outcome

Metric #1: Time to Initial Response

- How much time elapses between the citizen's call and the first on-site contact from an ACO?
- Chameleon should be able to provide this metric by looking only at Sequence 1 data
- Would be useful to see the metric organized by Priority 1, Priority 2 and Priority 3 incidents

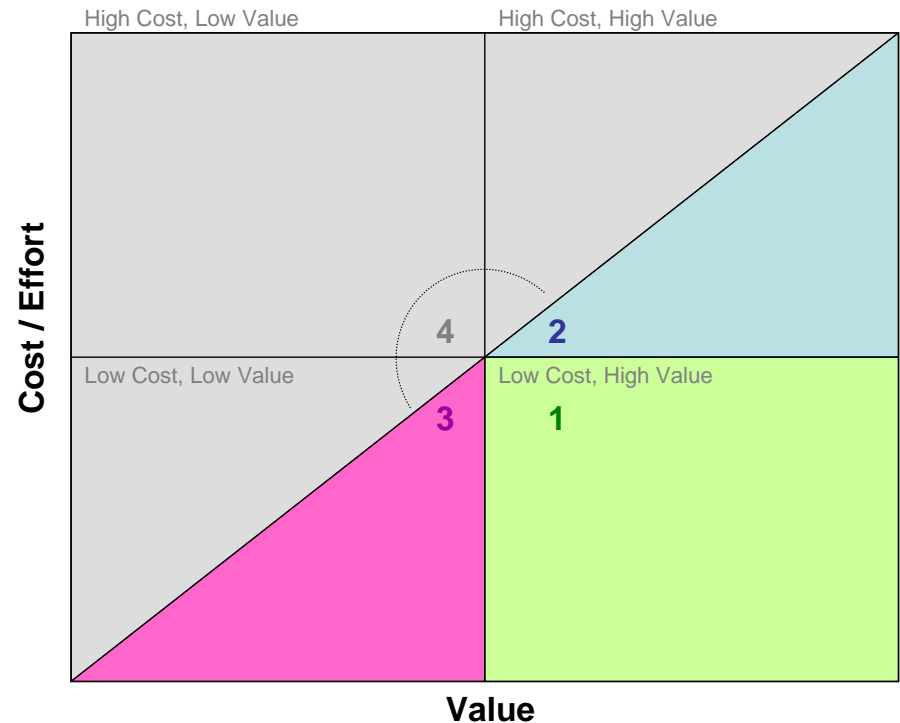
Metric #2: Time to Resolution

- How much time elapses between the citizen's call and the final resolution for that incident?
- Seibel may be able to provide this metric but only if data mapping issues are resolved first
- Would be useful to see the metric organized by Priority 1, Priority 2 and Priority 3 incidents

Recommendations

During the review session, the team identified nine (9) specific recommendations, based on the “pain points” and their own experience.

Recommendations range from low cost and low value to high cost and high value.



Some recommendations can be pursued in parallel, while others can be layered in depending on resource availability

Recommendations (continued)

1. Provide additional staff at ACC.

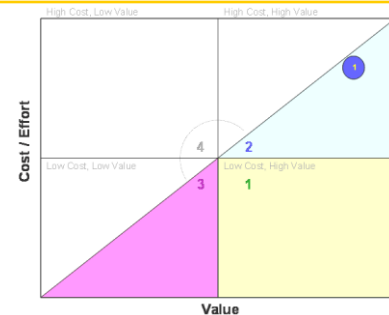
Action Steps: Add 24 FTE. This provides 2 dispatchers per shift, 2 ACO's per district per shift, 1 dedicated investigator per district per shift, and 4 operators on-site at all times.

Owner: Jerry can include the additional FTE as part of the FY2010 budget request. The DPS financial officer would need to approve the request, and the City Controller would need to fund the request.

Resources: \$1.2 million per year as a high level estimate.

Timing: The sooner, the better. Realistically, January 2010 is probably best case scenario.

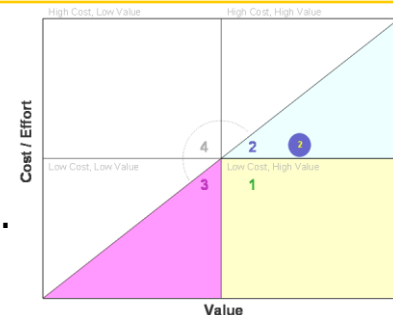
Benefits: Increased safety for the ACO's. Increased safety for the public. Faster response to citizen complaints, questions and requests. Improved job satisfaction for ACC staff.



Recommendations (continued)

2. Cross train ACO's and IMPD officers.

- Action Steps:** Enroll interested ACO's in the police academy training and cycle interested IMPD officers through the ACO role.
- Owner:** Director Newman would need to approve the training program and the investment of time.
- Resources:** Time to update/customize the training program for ACO's at the academy and a program to orient IMPD officers at ACC. There would be some incremental cost to add headcount to the IMPD training program.
- Timing:** The sooner, the better. The next class at the academy may be December 2009.
- Benefits:** Increased safety for the ACO's. Increased safety for the public. IMPD and ACC officers could assist each other and better provide backup support in emergencies.



Recommendations (continued)

3. Provide mobile technology to ACC staff.

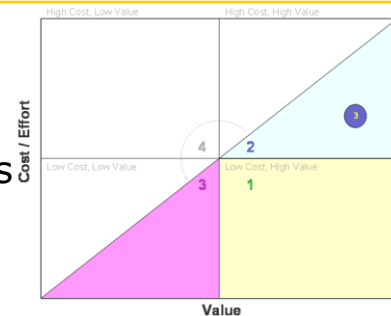
Action Steps: Provide laptops in each ACO vehicle, along with modems that connect to MECA via Z-Client. Integrate dispatch functions at ACC with the mobile devices, and update processes to utilize the technology.

Owner: Jerry has applied for grants in the past. Without grants, he would need to include the request in the FY2010 budget.

Resources: Approximately \$500k for equipment and training, plus ongoing maintenance and technology support.

Timing: The sooner, the better. Assuming the budget request was approved, the project plan could be finalized by August 2009.

Benefits: Increased safety of the ACO's. Improved efficiencies for the ACO's and the ACC Dispatcher. More information available to citizens as updates to their incidents. Improved coordination and cooperation with IMPD and ACO's.



Recommendations (continued)

4. Utilize the Tiburon CAD system.

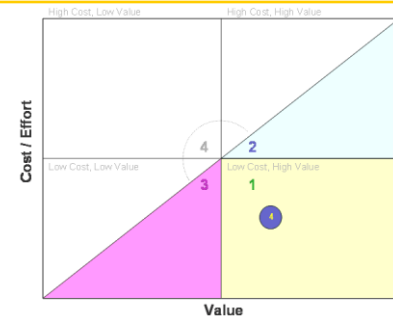
Action Steps: Continue using Chameleon for the kennel management function, but use the CAD system for dispatch at ACC.

Owner: An agreement would be needed between MECA, the Sheriff's Department, MAC and DPS. ISA would need to own the technology implementation.

Resources: Planning resources and time for MECA, the Sheriff's Department, IMPD, MAC, DPS and ISA. The direct cost for using Tiburon would be low, but there would be transition costs.

Timing: Timing would depend on resource availability at each department.

Benefits: Increased safety of the ACO's. Improved efficiencies for the ACO's and the ACC Dispatcher. Improved coordination and cooperation with IMPD and ACO's.



Recommendations (continued)

5. Review and update MAC “script”.

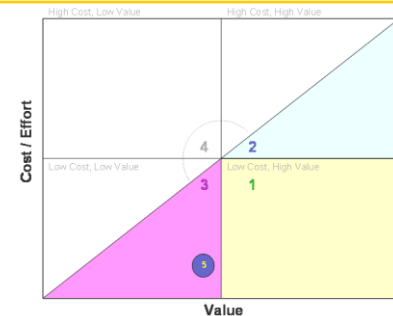
Action Steps: Dispatcher and supervisors at ACC review the questions currently asked by the MAC operators, identifying questions that can be more useful or asked in a more effective way. Meet with the MAC operators to update “scripts”.

Owner: Jerry committed to meeting with his team to start the process. David agreed to help implement potential changes to the Siebel drop-down options based on updated questions.

Resources: Time to review the questions and meet with MAC operators.

Timing: Jerry believes he can have the initial review done by the first week in November, with the goal of meeting with the MAC by the middle of November.

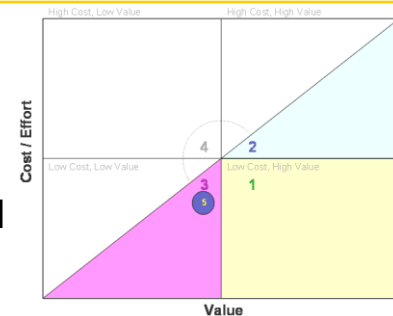
Benefits: More accurate information captured during intake, improving ACC’s ability to triage and respond. Improved MAC operator understanding of the common incidents and outcomes.



Recommendations (continued)

6. Provide Automatic Vehicle Locator (AVL) functionality to ACC.

- Action Steps:** Install software on the ACC dispatch terminal and install devices on the ACO vehicles to allow for mapping of incidents and ACO locations.
- Owner:** Jerry would need to include the request in the FY2010 budget.
- Resources:** Some investment necessary for equipment and training, plus ongoing maintenance and technology support.
- Timing:** The planning could be done by August 2009, to be ready for FY2010 budget approval.
- Benefits:** Increased safety for the ACO's. Faster response to citizen requests. Improved productivity and efficiency for the ACO's. Reduced fuel usage based on route optimization software.



Recommendations (continued)

7. Resume peer meetings between ACC and MAC.

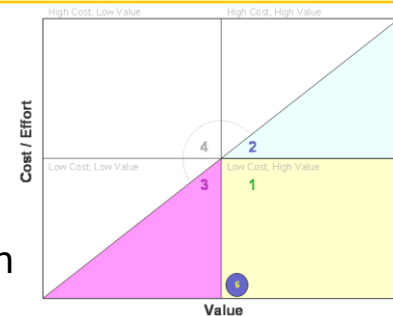
Action Steps: Invite representatives from each of the key users of related systems (Chameleon, Siebel, and perhaps Tiburon) to meet monthly. Structure meetings based on action items from the review session, share recommendations for improving the processes moving forward.

Owner: Bob Geis agreed to serve as the lead facilitator for the meetings.

Resources: Time for meetings and follow up.

Timing: Bob hopes to have the kick-off session scheduled before the end of November.

Benefits: Improved communication between related stakeholders.
Faster identification of problems and solutions.
Improved accountability for participants of the review session.



Recommendations (continued)

8. Create online portal options for ACC.

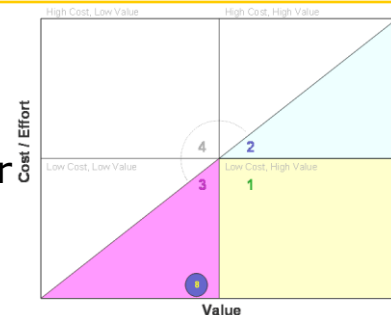
Action Steps: Allow citizens to pay fees and fines to ACC online, rather than in person. Investigate an online incident status option to reduce calls to the MAC and ACC.

Owner: ISA would need to gather the requirements from ACC, then work with Logo to identify the best way to meet those needs (including the business model).

Resources: Logo currently provides web functionality for a portion of the convenience fees collected, so ACC may have no upfront investment. Time to gather business requirements and review processes for the information tracking.

Timing: Depending on ISA and Logo availability, this could be a quick turn-around. Target of full implementation by summer 2009.

Benefits: Increased convenience for citizens. Less foot traffic and phone calls at ACC and MAC. Potentially improved collection percentage for ACC fees and fines.



Recommendations (continued)

9. Create and review reports for key outcomes at ACC.

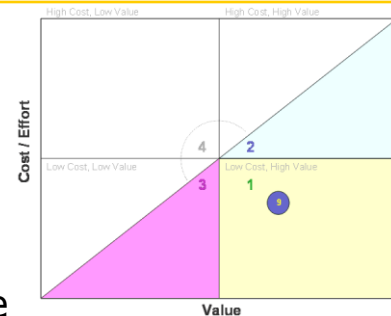
Action Steps: Create two reports – one focusing on initial time to first response and one focused on total time to resolution. Share the outcomes from these reports with IndyStat and use them at ACC to identify areas where the service levels need to be improved.

Owner: Jerry is talking with Debbie Miller at Chameleon to request a customized report. David is willing to help with the effort of cleaning Siebel data, but that will depend on ISA approving the time commitment.

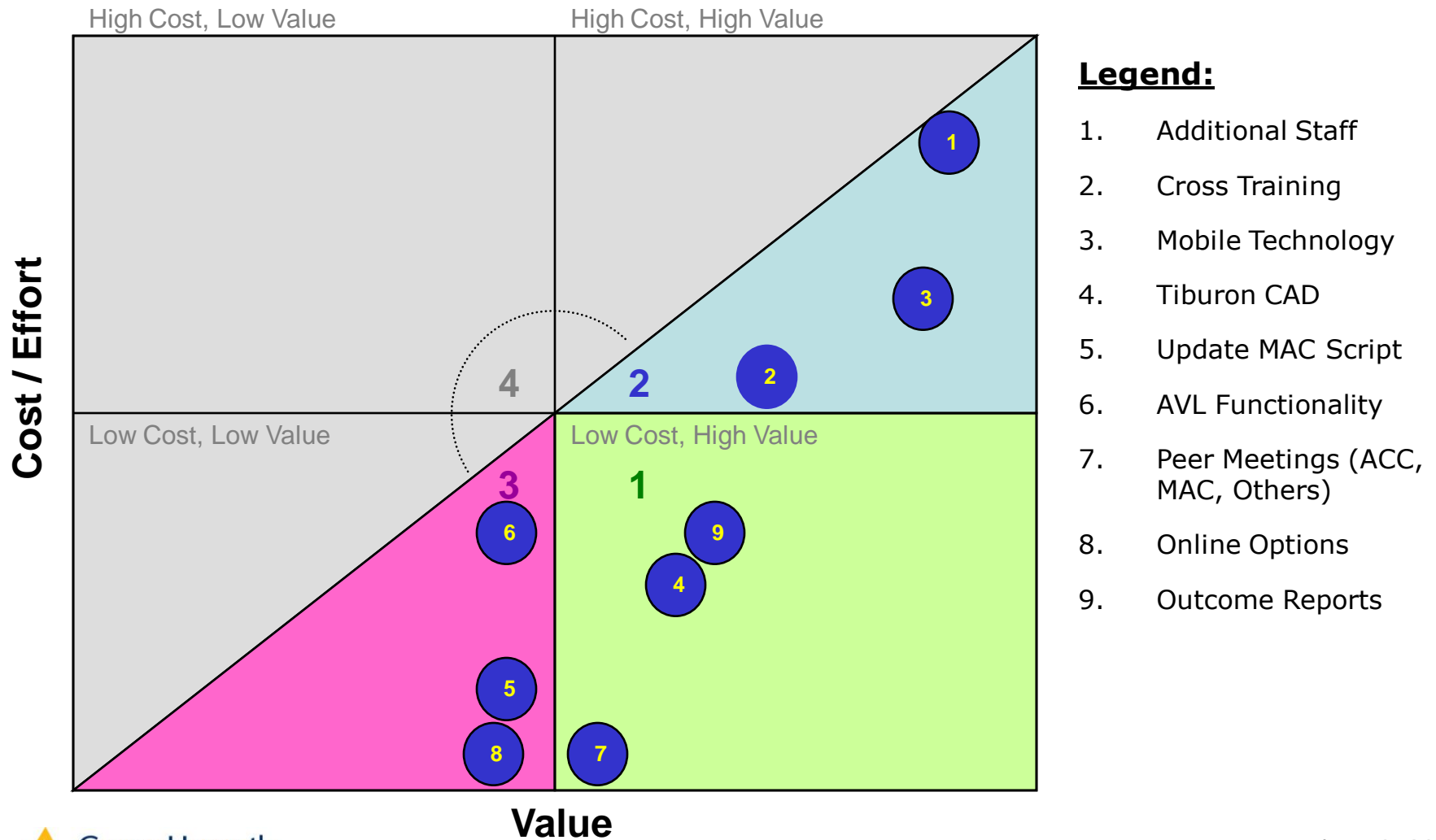
Resources: Time for ACC to specify the exact needs for the reports. Time for ISA to correct the data mapping between Siebel and Chameleon.

Timing: The sooner, the better. The Chameleon report (first response) may be available by the middle of November. Target for both reports to be available by the end of the year.

Benefits: Increased accountability. Improved visibility into strengths and weaknesses of ACC processes.



Idea Prioritization



Recent Progress

Based on the two-day review session, stakeholders are already putting improvements into place.

- 1) In the past, ACC users would occasionally change the type and sub-type combination for incidents that were originally created within Siebel. That broke the continuity, preventing Siebel from recognizing an incident as closed. ACC has implemented a policy by which no type or sub-type is changed, asking users to make a notation in a text field if a more accurate categorization is available.
- 2) David Swain has updated the memo field in Siebel/Chameleon so that MAC operators can see the comments that are not related to an investigation.
- 3) The ACC IVR now offers an automated transfer to the MAC, so citizens do not have to hang up and redial.
- 4) Debbie Miller has started the report for ACC showing first response and resolution from Chameleon.
- 5) ACC staff have reviewed the questions asked by the MAC, and are meeting on the 13th to make updates and suggestions.